Table of content

• Siemens worldwide 3

• Siemens Vietnam at a glance 23

• Contact 43
More than 170 years ago, Siemens was founded on a powerful idea: A company should not only focus on maximizing profits. It should also serve society – with technologies and products, with its employment practices, with everything that it does.

This idea is still alive today. Serving society while doing successful and sustainable business is at the heart of Siemens’ strategy. It’s our company’s ultimate purpose.”

Joe Kaeser, President and CEO, Siemens AG
Our purpose
We serve society.
We create value for all stakeholders.
We make real what matters.
172 years
of social responsibility
Siemens Innovation

Milestones of a 172-year history

1816 – 1892
Company founder, visionary and inventor

1866
The dynamo makes electricity part of everyday life

1847
Pointer telegraph lays the foundation of Siemens as a global company

1879
World's first electric railway
1925
Siemens electrifies the Irish Free State with a hydroelectric power plant

1959
SIMATIC makes Siemens a leader in automation technology

1975
Breakthrough of high-voltage direct current (HVDC) transmission

1983
First magnetic resonance imaging scanner goes into operation

2010
TIA Portal takes automation a stage further

2012
Test operation of the world’s largest rotor for offshore wind turbines

2016
MindSphere, the cloud-based operating system for the Internet of Things

2018
Charter of Trust: a joint initiative for a secure digital world

2019
Start of first project for Siemensstadt 2.0
Since its founding, Siemens shapes industrial revolutions

- **Industrie 4.0**
  - Digitalization – Cyberphysical systems
- **Industrie 3.0**
  - Electronics and IT – Automation of manufacturing
- **Industrie 2.0**
  - Electricity – Introduction of assembly line
- **Industrie 1.0**
  - Founding of Siemens
  - Steam power – Shift from manual to mechanical production
  - Shift from manual to mechanical production
Leading in Electrification, Automation and Digitalization

- 385,000 Employees
- €87 bn Revenue
- €5.6 bn Net profit
- 10.9% Profit margin industrial businesses

In fiscal 2019
Vision 2020+
New company setup as of April 1, 2019

Operating Companies

- Gas and Power*
- Smart Infrastructure
- Digital Industries
- Siemens Mobility
- Siemens Gamesa*
- Siemens Healthineers

Strategic Companies

Service Companies (Financial Services, Global Business Services, Real Estate Services)

Corporate Development (e.g., IoT Services, Corporate Technology, Next47, Portfolio Companies)

Governance units

*Partial spinoff of Gas and Power planned; transfer of majority stake in SGRE (59%) to new company planned
The “new” Siemens AG

Digital Industries

Smart Infrastructure

Siemens Mobility

SIEMENS
Ingenuity for life
Close to customers all over the world

<table>
<thead>
<tr>
<th>Region</th>
<th>Revenue 1</th>
<th>Employees 2</th>
<th>Share of total worldwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>€12.3 billion</td>
<td>116,000</td>
<td>14%</td>
</tr>
<tr>
<td>Europe (excluding Germany), CIS, Africa, Middle East</td>
<td>€32.1 billion</td>
<td>118,000</td>
<td>37%</td>
</tr>
<tr>
<td>Asia, Australia</td>
<td>€18.7 billion</td>
<td>75,000</td>
<td>22%</td>
</tr>
<tr>
<td>Americas</td>
<td>€23.8 billion</td>
<td>76,000</td>
<td>27%</td>
</tr>
</tbody>
</table>

1 As reported in FY 2019; by customer location
2 As of September 30, 2019; figures rounded; with beginning of FY 2018 part time employees are included to the full extent.
3 Commonwealth of Independent States

All figures refer to continuing operations.
How we’re shaping the future
<table>
<thead>
<tr>
<th>Siemens is the European champion of patents</th>
</tr>
</thead>
<tbody>
<tr>
<td>€ 5.7 bn R&amp;D expenditures&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td>6,850 Inventions&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

Cooperation with universities

<table>
<thead>
<tr>
<th>CKI universities&lt;sup&gt;3&lt;/sup&gt;</th>
<th>Principal partner universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>17</td>
</tr>
</tbody>
</table>

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<sup>1</sup> In FY 2019; continuing operations
<sup>2</sup> Averaged in FY 2019. With beginning of FY 2018, part time employees are included to the full extent
<sup>3</sup> Centers of Knowledge Interchange
Innovation is the basis of our success
The focus areas of our research and development

- Additive manufacturing
- Autonomous robotics
- Blockchain applications
- Connected (e)mobility
- Connectivity and edge devices
- Cybersecurity
- Data analytics, artificial intelligence
- Distributed energy systems
- Energy storage
- Future of automation
- Materials
- Power electronics
- Simulation and digital twin
- Software systems and processes
Our answer to the challenges of the future – Vision 2020+
Shaping the future Siemens with Vision 2020+

Purpose

Business to Society | Value creation for all stakeholders | We make real what matters

Governance sets the frame

Ownership Culture connects and leads our actions

Corporate Development

holds us together

Businesses
drive our purpose

Regions
are part of the businesses

Services
enable and support
Vision 2020+
Strategy concept for the industrial transformation

Transformation
Anticipate markets and trends

Ultimate value creation
Leading in all businesses and shaping the transformation

#RaisingTheBar
Focus
Accountability
Adaptability

Foster Ownership Culture and strengthen entrepreneurial focus
### Our 7 goals and how we measure our success

<table>
<thead>
<tr>
<th>Goal</th>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Grow company value</td>
<td>Margin lift at Industrial Businesses + 2 ppts.</td>
</tr>
<tr>
<td></td>
<td>EPS growth &gt; revenue growth&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td>2 Sharpen business focus in E-A-D</td>
<td>Accelerated comparable revenue growth + 2 ppts. CAGR</td>
</tr>
<tr>
<td>3 Be a partner of choice for our customers</td>
<td>&gt; 20% improvement in customer satisfaction index</td>
</tr>
<tr>
<td>4 Get closer to our markets</td>
<td>&gt; 50% of business HQs outside Germany</td>
</tr>
<tr>
<td>5 Live lean governance and drive continuous optimization</td>
<td>&gt; 20% efficiency improvement of support functions in scope</td>
</tr>
<tr>
<td></td>
<td>+ 20% Global Business Services efficiency (fully optimized)</td>
</tr>
<tr>
<td>6 Be an employer of choice</td>
<td>Improvement in employee satisfaction index</td>
</tr>
<tr>
<td>7 Ignite pride and passion for Siemens through Ownership Culture</td>
<td>Improvement of approval ratings in employee surveys for aspects of leadership, openness, diversity and innovation</td>
</tr>
</tbody>
</table>

<sup>1</sup> on constant minority shareholdings

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Siemens in Vietnam
Milestones

1979

Two industrial steam turbines & electrical equipment for Bai Bang Paper Company

1993

First Magnetic Resonance System in the Friendship Hospital in Hanoi

1996

Power Island for 1,500MW Ca Mau 1&2 CCPP & the long-term maintenance service contract in 2008

2002

Power Island for 750MW Nhon Trach 2 CCPP

2005

Electrical package, automation system and gear units for Cong Thanh Cement Plant

2008

Siemens Management System for Bitexco Financial Tower

2009

Two industrial steam turbines & electrical equipment for Bai Bang Paper Company

2010

Inauguration of Siemens Automation Systems Ltd.

2013

First Magnetic Resonance System in the Friendship Hospital in Hanoi

2014

Siemens Building Management System for Bitexco Financial Tower

2015

Technology transfer & motors/drives supply for e-Bus project of VinFast

2016

Supply contract of materials and services for 500kV Son La Substation

2017

Long-term service program contract extension for Phu My 3 CCPP

2018

Low & Medium voltage products & systems for almost VInhomes Central Park project

2019

BMS, Fire alarm system and Energy Management system for Deutsches Haus

Upgrade of Hiep Phuoc 1 steam power plant to a combined cycle power plant

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Page 23 February 2020
Siemens in Vietnam
Innovation and market leader in a wide range of businesses

Operating Companies

Gas and Power*

Smart Infrastructure

Digital Industries

Strategic Companies

Siemens Mobility

*Partial spinoff of Gas and Power planned; transfer of majority stake in SGRE (59%) to new company planned
Leading the energy transformation.

Gas and Power is a global pacesetter in energy, helping customers to meet the evolving demands of industries and societies. The energy industry is challenged to shift towards a carbon-neutral future, manage the complexity of decentralized energy systems, and adopt new digital technologies to maintain the competitiveness of its assets.

As the leading innovator for the energy systems of today and tomorrow Gas and Power comprises broad competencies across the entire energy value chain and offers a uniquely comprehensive for utilities, independent power producers, transmission system operators and the oil and gas industry.

On May 7th, 2019, Siemens announced its plans to give Gas and Power complete independence and entrepreneurial freedom through a carveout and a subsequent public listing (spinoff). In addition, Siemens plans to contribute its majority stake in the market-leading renewable energies company SGRE – currently 59 percent – to GP.
Leading supplier of gas turbines for Combined Cycle Power plants in Vietnam

Siemens’s contribution to Vietnam Power Generation (2019)

- Total Power Generation Output: > 211 billion kWh
  - 90% = 199.9 billion kWh (other contributions)
  - 10% = 21.1 billion kWh (Siemens)

- Total gas-fired installed capacity: 8 GW
  - 43% = 3.4 GW (Siemens)
  - 57% = 4.6 GW (other contributions)

Highlighted project in 2019: Repowering Hiep Phuoc Power Plant

- Supply 03 Gas Turbines 4000F + Genos+ HRSG
- Estimated completion date: mid 2022
Operating Companies
Digital Industries

The advancing digitalization, in tandem with the increasing flexibilization of production processes, provides new opportunities and choices for industrial companies all across the globe. Digital Industries supports our customers in unlocking the full potential: as a partner providing cutting-edge technologies for the automation and digitalization of the discrete and process industries.

The Digital Enterprise portfolio is at the core of our offer. It provides companies of all sizes with the right products, along with consistent solutions and services for the integration and digitalization of the entire value chain. As an innovation leader, we think ahead to the next level of digital transformation – and integrate cutting-edge technologies such as artificial intelligence, edge computing, industrial 5G, autonomous handling systems, blockchain and additive manufacturing into our portfolio.
Siemens Digital Industries focus on customer needs with software, automation and services
Helping customers unlock the full potential of automation and digitalization

MindSphere Application for Siemens Vietnam Busway Factory

• Siemens Digital Industries provided Digitalization system – first locally built MindSphere Application for Siemens Vietnam Busway Factory in Binh Duong and now the reference for other Siemens projects in Vietnam & in the region.

Saigon New Port project

• Siemens provided entire solution on SIMOCRANE base for hardware & software upgrading at Saigon New Port – the biggest container port in Vietnam.
SITRAIN – Siemens Vietnam Training Center
Siemens Digital Industry Academy

In operation since November 2017

> 20 standardized training courses on Factory Automation, Motor & Drives, Control Products, Process Automation…

… together with Customer-tailored courses

Professional trainers from Siemens Vietnam & Siemens global

Over 300 courses so far

Highlighted customers: VinFast, SABECO, Coca-Cola, Heineken, Samsung, TetraPak, GROB-WERKE, etc.

More than 2,100 members on the Facebook group of Siemens Training Center - SITRAIN
Creating environments that care

Operating Companies

Smart Infrastructure

Smart grids + smart buildings = smart infrastructure.

Smart Infrastructure brings together energy systems – from the intelligent control across the grid to medium-voltage distribution system, through a broad range of low-voltage and control products, to the point of consumption – with Siemens’ broad portfolio of building technologies. We support utilities, building customers and industries with a wide range of applications.

At the point of connection between the grid and buildings – at the grid edge – there are exciting nascent markets including prosumption, electric vehicle infrastructure, energy storage and microgrids.

We will combine physical solutions and digitalization across the focus areas of electrification and automation.
Complete “Electric Balance of Plant Solution” for the largest solar farm in Vietnam

Trung Nam Solar Power Plant

- Total investment: **$223 million**
  (VND 5 trillion)
- Total Capacity: **204 MW**
- Deliver up to **425 GWh** per year
- Supply electricity for **200,000 households**
- Saves around **250,000 tonnes** of CO₂
- Almost **700,000 PV panels** used on **270 ha**
Integrated Building Management Systems for the largest and most modern medical facility in Vietnam

108 Military Central Hospital

- Total investment of **$500 million**
- Total floor area: **150,000 sq.m**
- Total Capacity of **2,000 beds** and **4,000 beds** in emergencies
- Receive up to **4,000 – 5,000 patients** daily

Scope of supply:
- **iBMS**
- **Building Management system** including monitor and control HVAC system, Venturi Valves, operating rooms, clean rooms
- **Integrating other systems**: Lifts, PMS, Access control system
From Vietnam to The World
Siemens Vietnam Busway Factory

Exporting to 46 countries at 5 continents

Vinhomes Central Park - USD 1.5 Billions
10,000 apartments and Landmark 81
Strategic Companies

**Siemens Mobility**

The efficient, safe and environmentally friendly transportation of people and goods by rail and road – Mobility bundles all of Siemens' transportation-related products, solutions and services.

Advanced networked and IT-based mobility solutions and comprehensive know-how are increasing infrastructure availability, optimizing route use and raising travel quality to new levels – by rail, on the road, or across multiple modes of transportation.
Intelligent & efficient solutions for Vietnam’s urban development

Siemens installs intelligent road solutions for Hanoi

• Energy saving up to 70% with Siemens Very-Low-Power traffic lights
• Holistic city traffic management system thanks to Siemens controller “sX” (Smart Crossing)

Introduce the new sensor to Level Crossing of Vietnam Railways

• This project contributes to reduce railway accidents, bringing safety to Vietnamese people.
Strategic Companies

Siemens Healthineers

The listed Siemens Healthineers enables healthcare providers around the world to deliver high-quality patient care. As a leading global healthcare company, we're continuously developing our portfolio, expanding our medical imaging and laboratory diagnostics offerings and augmenting them with a growing range of healthcare management, consulting and IT services – such as advanced therapeutic solutions and molecular in-vitro diagnostics.

Siemens Healthineers is proactively developing its digital healthcare services. We help customers succeed in today's dynamic healthcare market by creating new business models that maximize opportunities and minimize risks for healthcare providers.
Siemens Healthineers - Providing top cutting-edge technologies for more than 1,250 hospitals & clinics in Vietnam

Diagnostic Imaging

Ultrasound

Advanced Therapies

Laboratory Diagnostics

Point of Care Diagnostics

Value-added services

Vietliffe Clinic
Meditech

Hanoi

Da Nang Oncology Hospital
Binh Dinh Hospital

Ho Chi Minh City

Medic Hoa Hao
Cho Ray Hospital
Gia Dinh Hospital

HCMC Medical University Hospital
115 Hospital

Hanoi Medical University Hospital
Bach Mai Hospital

Viet Duc Hospital
Hoan My Da Nang Hospital
Da Nang General Hospital
Da Nang Woman Hospital

80 educational workshops & CMEs for more than 15,000 participants per year
Siemens Gamesa Renewable Energy is a leading supplier of reliable, environmentally friendly, and cost-efficient renewable energy solutions. The wind turbines offered by Siemens Gamesa Renewable Energy are a worthwhile investment from both a financial and an environmental perspective. Our wind power solutions deliver clean, renewable energy from onshore and offshore installations all over the world.
Siemens Gamesa Renewable Energy
Preferred partner for Vietnam’s wind power projects

Strengthening our presence in onshore wind projects in Vietnam

- 40 MW Dam Nai 1 & 2 wind farm in Ninh Thuan
- 21 MW Phuong Mai 3 wind farm in Binh Dinh
- 100 MW Hoa Thang 1.2 wind farm in Binh Thuan
- 30 MW Vinh Chau Phase 1 wind farm in Soc Trang

Pioneer in nearshore wind projects in Vietnam

- 60 MW Thanh Hai 1 & 2 wind farm in Ben Tre
- 310 MW Binh Dai wind farm in Ben Tre
Siemens in Vietnam
An industry benchmark in Compliance

Our company’s active ownership culture makes the difference. Above and beyond ingenuity, people rightly associate Siemens with reliability, fairness and integrity

Joe Kaeser,
President and CEO of Siemens AG
Contact

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